



**Military Transformation Task Force  
Meeting Minutes  
*Office of Military and Veterans Affairs***

A Regular Meeting of the Military Transformation Task Force was held on  
Monday, March 8, 2021 at 12:00 pm.  
VIDEOCONFERENCE

**TRI-CHAIR MEMBERS PRESENT:**

Commissioner Trish DeBerry  
*Bexar County Precinct 3*

Councilmember Clayton Perry  
*San Antonio City Council*

Dave Petersen,  
*San Antonio Chamber of Commerce*

**ORGANIZATIONAL REPRESENTATION PRESENT:**

Gen. Caroline Miller, CMDR  
*502nd ABW*  
Bruce Anderson  
*ARNorth*  
Byron Hepburn  
*UT Health*

Christian De La Rosa  
*502<sup>nd</sup> Engineering*  
Diane Roth  
*AACOG*  
Larry Dotson  
*AACOG*

Rick Crider  
*Port San Antonio*  
Robert Naething  
*ARNorth*

**STAFF PRESENT:**

Maj. Gen. Juan G. Ayala  
*Military & Veterans Affairs*

Lt. Col Tim Woliver  
*Military & Veterans Affairs*

Debe Clark  
*Military & Veterans Affairs*

Nancy Cano  
*Office of the City Clerk*

**OTHERS PRESENT:**

Bob Perez RA  
Chris Jenigen  
Chuck Rodriguez  
Corey Levenson  
Curt Robertson  
D. Cable  
Daniel Mishket  
Daniel J. Calderon  
Grant Hegner  
Jacob Bissell  
Joe Bray  
Jonathan Lovejoy  
Joseph Bray

Juan Antonio Flores  
Kathrine Myers  
Kathy Carey  
Kendy Gravett  
K. Weiswurm  
Levi Rodgers  
Lisa Firmin  
Lori Stinson  
Martina Flores  
Maxie Tirella  
Nancy S. Taguacta  
Phil Mortan  
Port San Antonio

Richard Delgado  
Robert Brach  
Sheli Lawson  
Sophia \_\_\_\_  
Stephanie Aguilar  
Tom Long  
Tom Marks  
Tom White  
Tony Fuentes  
Victoria Harvey  
Walt Downing  
William Morrow

**CALL TO ORDER**

Councilmember Perry called the meeting to order.

**1. Public Comment**

No individuals were present to speak.

**2. Information Items:**

**a) Introduction of Bexar County Commissioner Trish DeBerry**

Councilmember Perry introduced Trish DeBerry Bexar County Commissioner, Precinct 3, and welcomed her in her role as the newly appointed Tri-Chair Member to the Military Transformation

Task Force (MTTF). He recounted her many years of public service experience in her successful marketing and public relations agency. He noted that Former County Commissioner Kevin Wolff stepped down from the Bexar County Court after 12 years representing Precinct 3.

Commissioner DeBerry thanked the MTTF members for welcoming her and the great partnership established between San Antonio and the community. She stated that she looked forward to the coming months of serving in her role on the MTTF.

**b) Introduction of Brig. Gen. Caroline Miller, Commander 502<sup>nd</sup> AirBase Wing and JBSA**

Councilmember Perry introduced Brig. Gen. Caroline Miller, Commander, 502<sup>nd</sup> AirBase Wing and JBSA. He announced that today was International Women's Day and noted the perfect opportunity to acknowledge Brig. Gen. Miller and Commissioner DeBerry for their many accomplishments.

**c) JBSA Kelly Field Expansion Plan Update (Mr. De La Rosa, 502 CEG / 5 minutes) [CM Perry request]**

Christian De La Rosa provided an update on the JBSA Kelly Field Expansion Plan. He reported that the purpose of the acquisition was to acquire over 244 acres just north of Kelly Field for the growth of the airfield mission; to allow for move-out from leasebacks; to provide a new commercial Entry Control Point; and to improve munitions storage capability for the 149<sup>th</sup> Fighter Wing, Texas Air National Guard. He stated that the amount of available real estate to develop new facilities within the area was decreasing every year; planned discussions with private landowners were in progress; and the environmental baseline survey would be updated as part of the land acquisition package in process.

Councilmember Perry stated that the City was reviewing the relocation of the impound lot and related leases to make the area available to the JBSA Kelly Field Expansion Plan. He added that a finalized proposal would be presented to City Council at a B Session meeting for future discussion.

Mr. Petersen referenced a recent news article mentioned the 16<sup>th</sup> Air Force, and Security Hill in conjunction with ongoing construction in a 100-year flood plan. He asked if the news article highlighted the JBSA Kelly Field Expansion Plan. Mr. Anderson clarified that the news article mentioned another project that was unrelated to the Expansion Plan.

**d) Impact of Winter Storm Uri on JBSA (Brig Gen Miller, JBSA)**

Brig. Gen Miller reported that 500 military facilities sustained damage due to the winter storm event with an estimated cost of \$23 million – \$26 million. She stated that approximately 13,600 trainees, students, and families were displaced as a result. She added that consistent C2 communications, radio, and cell phone coverage were identified as areas to be addressed for future weather events. She noted that the partnership between JBSA and City Hall and their lines of communication during the winter storm event were very successful in the logistical planning and deployment of water trucks to established distribution centers across the City, moving non-potable water to various hospitals, delivering meals ready to eat to the Henry B. Gonzalez Convention Center, proving manpower, equipment, and command and control support at the Emergency Operations Center (EOC). She added that older installations had many pipes burst and a plan was in place for weather proofing and pipe insulation. She noted that lack of heat and broken pipes were still a problem and anticipated that preliminary storm damage costs would increase.

Brig. Gen. Miller reported that the Security Forces Fusion Cell was operational and enabled seamless communications; contingency feeding operations were activated; and an energy reduction plan was implemented. She highlighted strong partnerships and lines of communication were key drivers during the winter storm event and acknowledged SAWS and CPS Energy for their phenomenal coordination. She added that 803 Department of Defense training dogs were successfully moved indoors for the duration of the winter storm event and were now back safely in their outdoor kennel facilities.

Councilmember Perry noted that many readiness lessons were learned during the winter storm event and noted that a special committee was designated by the City to examine and analyze the chain of events. He requested that JBSA provide an action plan to the City and the County to improve future coordinated community efforts during an emergency event.

**e) Winter Storm Uri: Military Support to Area Response (MajGen Ayala, OMVA / 5 minutes)**

Maj. Gen. Ayala reported that he was deployed to the City's Emergency Operations Center (EOC) for the duration of the winter storm event and worked to assess and implement logistics for the safe harboring and transport to hotels of elderly citizens that were dependent on electronic medical equipment. He stated that formal State of Texas Assistance Requests (STAR) were prepared and submitted to the Texas Department of Emergency Management (TDEM) State Operations Center (SOC) in Austin. He added that the military assistance response from JBSA, the Texas National Guard, and the Texas Military Department included assistance at 13 water points of distribution (POD) throughout the City and the County; administrative support embedded at EOC; field rations, personnel, transportation, and material handling equipment at the logistics hub at the Henry B. Gonzalez Convention Center and water PODs. He noted that the Texas National Guard provided air transportation, personnel, and equipment to distribute water and meals.

Maj. Gen. Ayala highlighted the strong partnership between JBSA and the City, and their mutual aid agreement that was established 2 years ago which enabled an immediate response and full support with heavy trucks, handling equipment, air transportation, and manpower. He reported that the OMVA met with Brig. Gen. Miller and EOC management personnel last week to review the mutual aid agreement and plan for future contingencies.

Commissioner DeBerry asked if it would have been helpful to have more coordination at the onset of the winter storm event. Gen. Ayala confirmed that it would have been more helpful and many lessons learned could have been executed much better.

**f) AACOG's Compatible Use Program Update (Larry Dotson / 5 minutes)**

Diane Rath expressed her appreciation to JBSA for the great progress made on the Intergovernmental Support Agreement (IGSA) and reported that AACOG would be profiled in the Air Force publication about the IGSA. She added that a final inspection for the Randolph AFB demolition went smoothly with an estimated 38% in cost savings. She noted that AACOG was informed last week that it would be handling the Wounded Warrior Shuttle Program. She reported that a meeting was scheduled to implement the City of Schertz EMS Services to Randolph AFB. She reported that a Bill in the Legislature was being sponsored under the auspices of Nueces County to allow counties to clarify that counties are able to enter into IGSA Phase 2.

Dave Peterson reported that work was wrapping up quickly on the publication of the first ever joint civil and military comprehensive airfield plan which would be released at the end of the month. He

noted that an economic study and report conducted reflected a \$3.2 billion impact to the Alamo region with an additional 11,000 jobs which served to justify the continued investment in Kelly Field by the military and the City. He stated that the publication was near completion for the JBSA Regional Use Plan (RCUP) and the current focus was outreach and engagement to professional associations, neighborhood associations, and the public with a townhall meeting to share information across the community. He thanked General Miller for her support. He added that video productions were underway to convey the support of compatible use, highlight Camp Bullis, and discuss bird air strike hazard (BASH) issues. He added that a panel session would be conducted in April 2021 and would feature General Miller and Diane Rath.

Mr. Peterson reported that CPS Energy was in design finalization and environmental permitting for utility substations at critical infrastructures which were anticipated to be completed by the end of the year. He added that CPS Energy would initiate the Clear Zone project design at Randolph AFB in Spring 2021 to be completed by mid-summer.

Mr. Peterson thank Maj. Gen. Ayala and Tim Woliver for their support and assistance in obtaining signatures from the City of San Antonio (COSA) Planning, Development Services, Parks and Recreation, and the Office of Sustainability Departments to the Memorandum of Participation in support of 16 other signatory partners for the designation of approximately 900,000 net acres that were the focus of the Camp Bullis Sentinel Landscape Plan. He noted that 9,000 of the 900,000 net acres (9%) were under active land management and a pre-proposal package of the designation would be submitted to the Federal Coordinating Committee at the end of the month. He noted that the Plan was in a very competitive position based on the strong relationships with the Federal, State and Local agencies and the complete support of Gen. Miller and JBSA.

**g) CoSA Military Spouse Fellowship Program Update (Debe Clark, OMVA / 5 minutes)**

Debe Clark stated that the City funded a sponsorship with the Hiring Our Heroes (HoH) Military Spouse Fellowship Program (MSFP) through a two-year agreement. She provided an update on the program as it reached its one-year mark. She reported that the number of host companies had increased from 4 to 60 and growth remained steady despite corporate challenges with hiring freezes during the COVID-19 Pandemic.

Ms. Clark presented MFSP metrics and reported that 20 Fellows were successfully placed and 19 were hired in FY 2020, which represented a 95% employment rate with an average salary of \$69,000. She emphasized the total Fellows combined salaries of \$1,112,000 which had a great economic impact on San Antonio. She highlighted that the program drove down the 20-25% national military spouse unemployment rate, which was higher than typical unemployment rates.

Ms. Clark reported of a change for 2021 Cohorts to help increase the number of participants. She stated that graduation ceremonies would still align with the Service Member Fellowship Program, and start dates could vary depending upon the sponsor company's needs.

Councilmember DeBerry requested additional information on private sector employer program participants and the types of jobs that were offered. Victoria Harvey, HoH Program Manager, reported that Fellows ranged from individuals who sought administrative jobs, lawyers with over 30 years of experience in search of a career backup plan, marketing managers, and accountants. She added that approximately 45 local companies were participants and 55 national companies sought remote workers. She stressed that the program was not tied to just active duty members, but also included

veteran spouses, gold star family members, and military caregivers. She stated that Booz Allen Hamilton, the Wounded Warrior Project, and USAA were HoH sponsors.

Councilmember Perry asked if the City was funding any portion of the program and asked of the total budget. He requested that the performance metrics be updated to provide a return on investment amount. Gen. Ayala stated that the City funded a 2-year program with a total budget of \$150,000. He added that he prepared and distributed over 60 letters of solicitation to local companies and organizations. Tim Woliver reported that the current return on investment (ROI) was \$1,112,000 in combined salary earnings and the impact on the local economy and noted that Year 2 salary earnings were pending and would further increase the (ROI) once final reports were available.

**h) Recap of Mayor Nirenberg's Oct 2020 Pentagon Visit (MajGen Ayala, OMVA / 5 minutes)**

Maj. Gen. Ayala reported that the OMVA accompanied Mayor Nirenberg and key civil leaders for the 4<sup>th</sup> Annual Pentagon Visit to advocate for additional military missions and for the City, and to ask for specific missions.

Maj. Gen. Ayala stated that the San Antonio Team met with Lt. Gen. Ronald Place, Director of the Defense Health Agency (DHA), to advocate for the relocation of the Defense Health Agency (DHA) Headquarters San Antonio as part of the ongoing DHA Master Plan, and for the expansion and consolidation of the local DHA assets. He reported that the Team asked for Brooke Army Medical Center (BAMC) to be designated as a "Trauma Center of Excellence," in addition to a request for the expansion of Uniformed Services University College of Allied Health Services, and a request for the continued support of the Secretary of the Army Designee (SECDES) Program.

Maj. Gen. Ayala reported that the San Antonio Team met with Gen. John Raymond, Chief of Space Operations, and advocated for San Antonio to be the location of the U.S. Space Command Headquarters and asked that San Antonio be designated as the first location of choice for new USSF missions/organizations.

Maj. Gen. Ayala stated that the San Antonio Team met with Hon. James McPherson, Under Secretary of the Army, to advocate for the Department of Defense (DoD) 2022 and 2024 Warrior Games to be held in San Antonio, and to extend an invitation to him to visit BAMC. Maj. Gen. Ayala added that the Team met with Hon. Robert Salesses, Deputy Assistant Secretary of Defense for Homeland Defense, at the request of Mayor Nirenberg to seek a continued and increased partnership with the DoD in response to the COVID-19 Pandemic. He noted that discussions with Metro Health would follow regarding the potential deployment of military teams to assist with local vaccination efforts. He reported that San Antonio continued to receive national recognition which was important for gaining future missions.

Bob Naething reported that the DHA was the overall agency in charge of military medicine and San Antonio was generally considered as the 'home' of military medicine. He explained that the DHA was currently spread across five major cities: San Diego, Denver, San Antonio, Chicago, and Washington, D.C. He noted that the DHA was considering consolidating more of their assets into one of those cities and ARNorth, 402<sup>nd</sup>, Brig. Gen. Miller, JB SA, and other local partners had been working on this project for 4-5 years. He noted that San Antonio stood apart because of the Camp Bullis installation, which was an asset that no other DHA city had.

Bob Hepburn added that a significant element of the DHA was research. He highlighted that San Antonio had had the trifecta elements of strong education, research, to include trauma research, and additional clinical care, all of which were crucial components for the DHA that no other host DHA city had.

**i) HQ United States Space Command Site Selection Update** (MajGen Ayala, OMVA / 5 minutes)

Maj. Gen. Ayala provided a timeline of events regarding the USSPACECOM Siting Process. He explained that Hon. John W. Henderson, Assistant Secretary of the Air Force, would host a teleconference with Mayor Nirenberg and the OMVA next week to provide a briefing on the ranking order of San Antonio in the siting process. He added that an environmental assessment of San Antonio would take place in the event the preferred location was not selected. He recognized the great efforts undertaken by local community partners to put San Antonio on the USSPACECOM skyline.

**j) MTTF Way Ahead** (CM Perry request)

Councilmember Perry reported that the MTTF had no bylaws in place and a consultant was hired to review the organization, clarify its mission, responsibilities and goals, and legitimize the organization through a City Ordinance. He stated that the MTTF as originally established was ready to be sunsetted and a structural timeline was in place to establish the MTTF under a different name and as a formal board/committee/commission. He added that the focus of the organization would continue to be working on priorities and issues from the commander of JB-SA/502 ABW and JB-SA mission partners. He noted that permanent board/committee/commission seats for legacy members, i.e. Chamber of Commerce and other private military-focused entities, would be discussed at future meetings.

**4) JB-SA & JB-SA Mission Partners** (opportunity to address the MTTF and request community support)

Commissioner DeBerry thanked the MTTF members for their passion and dedication. She noted that her father was a lifelong Air Force Veteran, and as the youngest of six children, she traveled around the world and the country with her family. She stated that she looked forward to future discussions about how the organization could be more impactful.

Dave Petersen noted that the Viva San Antonio Legislative Summit would take place on March 30 – April 1, 2021; and the United State of the City Address by Mayor Nirenberg was scheduled for April 9, 2021, from noon to 1:00 pm. He added that all were encouraged to wear purple on April 15, 2021 and throughout the month of April in support of military children; Military Spouse Appreciation day was May 7, 2021; and Navy Week would be April 19-25, 2021. He stated that the SA to DC Trip was scheduled for October 2, 2021 and would provide the opportunity to carry forward the City's Federal Legislative Agenda to the Pentagon, the White House, and Congress.

Bob Naething reported that Lt. Gen. Laura Richardson was appointed to the grade of General and nominated as the Commander, U.S. Southern Command in Doral, Florida.

#### **5) TriChair's final comments**

Commissioner DeBerry noted that the potential for San Antonio to become a medical military city was a top priority for the MTTF partners, the City, and the County.

#### **6) Adjourn**

There being no further discussion, Commissioner Wolff adjourned the meeting at 1:50 p.m.

*Respectfully Submitted,*  
*Nancy Cano, Office of the City Clerk*

DRAFT